

EeBe Business guidelines

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<p>The thesis is a procedural thesis, utilizing the zipper method. The objective of this thesis is to develop business guidelines for the author's own company, EeBe. The focus is on product development and marketing.</p> <p>The author is an elite athlete who competes in the modern pentathlon, an Olympic sport consisting of swimming, fencing and riding, as well as an event that is a combination of shooting and running, known as the laser-run. She was the laser-run world champion in 2017, and has since 2008 successfully competed in the modern pentathlon on the international level.</p> <p>The sport and recreation industry is a constantly growing one. People want to invest in themselves and their wellbeing more and more nowadays. Individuals strive to take good care of themselves, and companies of their employees.</p> <p>The products for EeBe will be laser-run speeches and lectures. The events have a world champion and top-level athlete share her thoughts and the skills she has learned during her career. These events combine well both the essential psychological and physiological aspects involved in the sport, and this is something new that no one else in Finland has done so far.</p> <p>The theoretical part consists of marketing tools; the marketing mix and SWOT, and theory about product development and marketing in general. Parts of the theoretical work was started in 2017, however the procedural part was conducted in spring 2018, mainly from March to May.</p> <p>The thesis is a good example on how an athlete can use skills gathered from sports to create business and utilize the skills in other aspects of life.</p>	
Keywords Product development, marketing, sport business, business plan, laser-run, modern pentathlon	

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1 Introduction

The thesis is a procedural thesis executed with the zipper method. The objective of this thesis is to develop business guidelines for the company, EeBe (company).

The thesis includes six chapters, starting with introduction and background. The second chapter goes into the sports and recreation industry, third chapter is about service and product development. The fourth chapter focuses on marketing and in the fifth the whole business idea is brought together on a business model lean canvas. In the last chapter, the thesis process is discussed and I write about my own learning during the project.

1.1 Background

I am an elite athlete in modern pentathlon. I started the sport in 2004 and have competed on an international level since 2008. I have competed in World- and European championships finals and I am a many time Finnish and Nordic champion in modern pentathlon. Moreover, I am a world champion in laser-Run from 2017.

In May 2017, I started my own business Eebe, to take advantage of the knowledge I have gathered from sport and to finance my sporting career. Eebe is a sole trade company, which focuses on sports and recreation.

1.2 Modern pentathlon

Modern pentathlon is an Olympic sport founded by Pierre de Coubertin, the founder of modern Olympics. The sport consists of fencing, swimming, horse riding, laser pistol shooting and running. The two last events are combined together into a unique laser-run, where shooting and running are done after each other. After the three first events (fence, swim and riding) the points are calculated and the last event, the laser-run is started with handicap, so the one leading the competition starts first and the first one to cross the finish line is the winner. (International Olympic Committee 2018).

The sports differ with each other and the skills needed for them differ. Swimming and running require good physical condition, fencing requires focusing and speed, riding requires ability to work together with an unknown horse and shooting requires precision and skills to work under pressure. The sport has been in the Olympic games since 1912 and the women competed for the first time in the Sydney 2000 Olympics. Nowadays the sport is

equal for both men and women with the same distances and equal point system. (International Olympic committee)

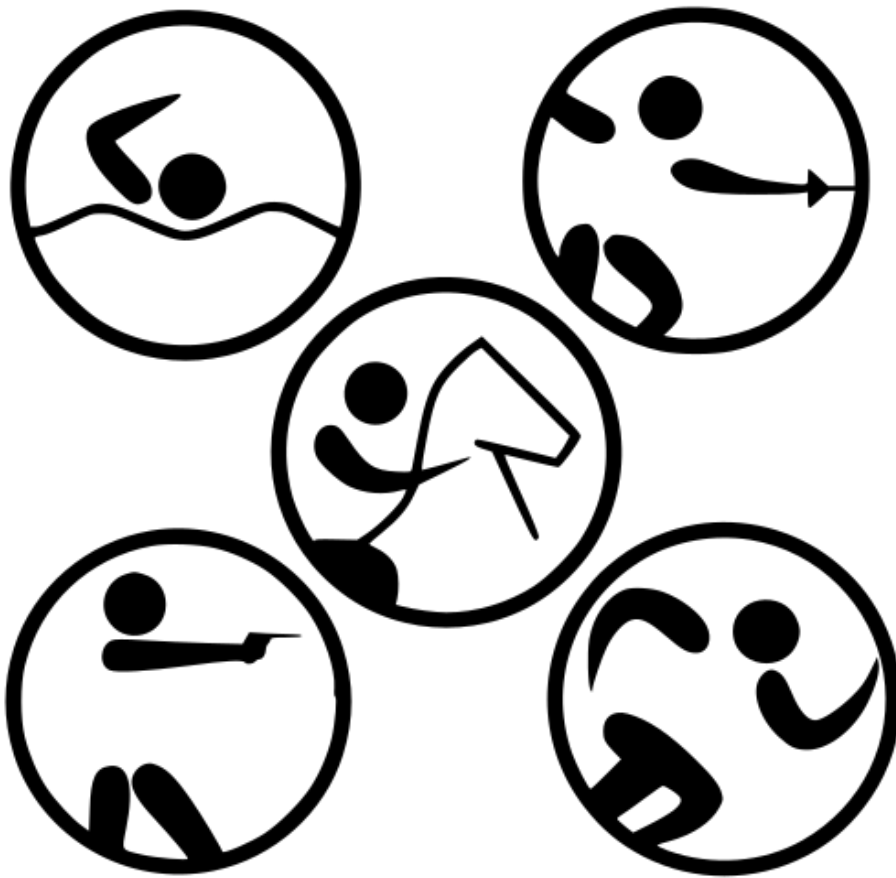


Figure 1: Modern pentathlon disciplines (Wikimedia Commons 2017)

1.3 Limitations

The company is a small one-man company and it will stay as such at least for now. I am still doing sport at the highest level, aiming for the 2020 Olympics in Tokyo, therefore I will continue as a part time entrepreneur at least until my sport career is over. These restrictions on time and labor force has limited this thesis to focus on developing only a few products and the marketing of them. So that the guidelines will be possible to carry out.

1.4 Objectives

The thesis is a procedural thesis. The objective for this thesis is to create business guidelines for a sole trade company Eebe. The main focus of the thesis is to create products for the company and a business plan to sell these products.

The objectives can be specified into three main categories as listed below:

1. Develop products for the company EeBe
2. Make a business plan to sell the products
3. Recognize and understand how to utilize the skills I have gathered during my sport career.

1.5 Method and process description

The thesis is made with a zipper-method. The theory will be linked with the case company Eebe through the whole thesis.

The process started with gathering theoretical framework for the thesis and writing background information. After that the main focus was on brainstorming the products and services and develop the ideas into practice and to recognize the skills I have gathered during my sporting career, which can be used in business. This part was one of the most time consuming.

When the outlines for the products were ready, the writing of the marketing part started, while doing the SWOT and thinking about the marketing mix new ideas arose to the products as well and they were improved many times during the process.

After the main parts were done the focus was put into the competitors and industry in general and into bringing everything together into the business model lean canvas. The process was concluded with the discussion and introduction parts.

2 Sport and recreation business

The field of sport and recreation business is wide. It is hard to specify what exactly belongs to this field. The industry of Eebe is under category R Arts, entertainment and recreation and number 9319, other sport activities, which belongs under category 93, Sport activities and amusement and recreation. So, in this section the focus is on those industries. The industry numbers are from the Standard Industrial Classification TOL 2008, by Statistics Finland (Statistics Finland, Standard Industrial Classification TOOL 2008).

2.1 Competitors on the same market

The company's main competitors are sport clubs. Which many of them offer events for companies and groups. The main competitors are sport clubs situated in Helsinki, mainly fencing club's. Other competitors are Megazone laser war amusement park and adventure parks like Zippy.

2.1.1 Adventure parks

Zippy is a high-tree rope park in Helsinki. It offers excitement and fun for individuals and groups. Zippy has five courses for adults, two for children and two practice courses. It offers well-being days including an optional lunch. Moreover, its strength is the location close to Tali Sports Centre, which offers meeting room and sauna facilities. (Adventure Park Zippy)

Laser Game Finland is established in 1993 and it is the biggest importer of laser games in Finland. The first laser tag game centre, Megazone was opened the same year in Itäkeskus in Helsinki (Megazone a 2017). Laser Game Finland has many Megazone centres around Finland, they offer many different packages for groups and companies. Megazone is a fast-paced laser combat game carried out in teams. (Megazone b 2017).

2.1.2 Fencing clubs

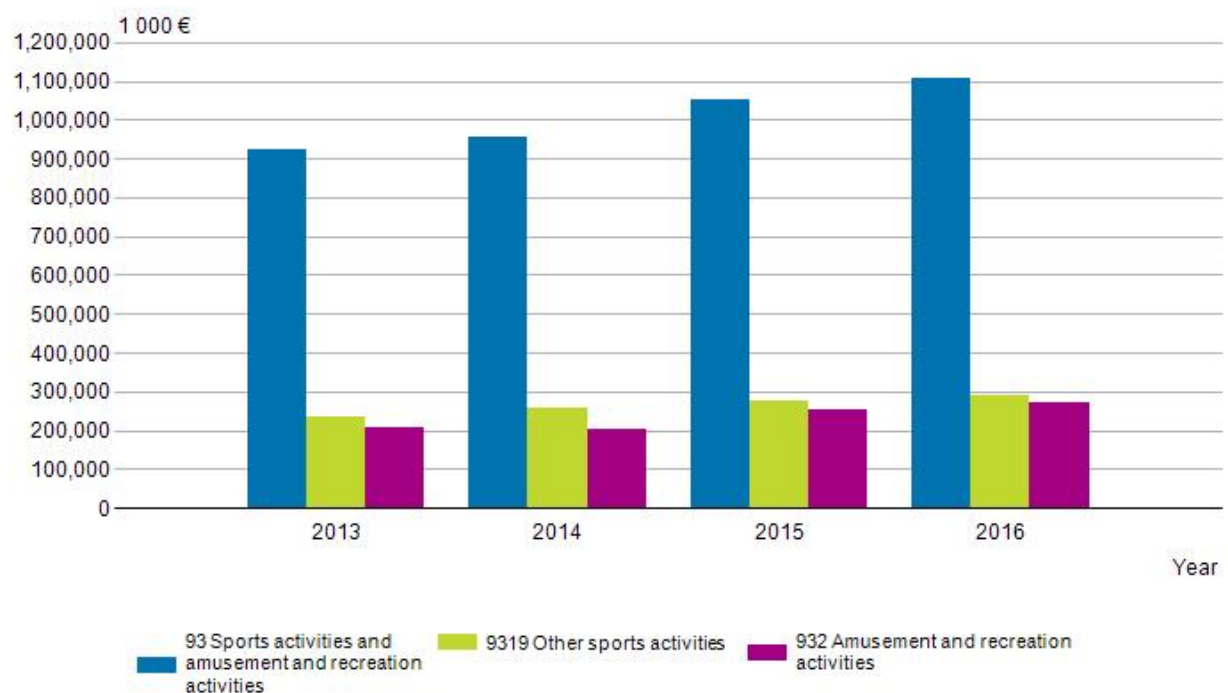
Fencing Club Habda is a fencing club situated in Töölön Kisahalli in Helsinki. The club offers fencing events for groups. The club works in the same area as Eebe and offers events in a small and a bit extreme sport. (Miekkailuseura Habda 2018).

Helsingin miekkailijat is established in 1923 and is therefore the oldest fencing club in Finland. The club offers fencing events for companies and other groups (Helsingin miekkailijat, b). They are situated in Pasila in Helsinki. (Helsingin miekkailijat, a).

2.2 Current situation and future prospects

The industry used is 93 Sport activities and amusement recreation activities, 9319 Other sports activities and 932 Amusement and recreation activities. All the fields have grown from 2013 to 2016 (Statistics Finland).

Turnover by industry (TOL 2008) 2013-2016. (Statistics Finland)



Source: Statistics Finland

Figure 2 Turnover by industry (TOL 2008) 2013-2016. (Statistics Finland)

As previously seen in the statistics the field of sport and wellbeing is constantly growing, thus the future prospects are good. People want to invest in themselves and their wellbeing more and more in the future, both as individuals and companies strive to take good care of their employees.

3 Product and service development

A product solves a problem for a customer, brings him/her satisfaction or is in any other way useful. For the company to survive the product needs to be cost-effective. (Alaja 2000, 73).

A product is the most important mean of competition in the marketing mix. A good product is a core element for a company and it can be either goods or services or a mix of these. (Alaja 2000, 72)

3.1 Knowledge that athletes gather during their career

Athletes gather a lot of skill and knowledge during their sports careers and it is of great value in business.

Pekkala describes different forms of mastery in her doctoral thesis *Mastery as Capital – How Growth into the Elite Athlete and Mastery Capital Advances the Growth into Entrepreneurship*. The different forms of mastery are championship, excellence and master's capacity. The master's capacity means a high skill in a specific thing, it includes the skill of making goals and work towards them. Excellence means the skill to be excellent at something, to be that, you need great self-reflection skills and ability to learn from your mistakes. To achieve excellence, you also need passion for what you are doing. Championship requires focus, attitude and a skill to use your own skills to your full potential. All these are things athletes learn during their career. (Pekkala 2011, 17-18).

Pentathlon –more than a sport is a concept originally presented by the international pentathlon federation. This means that to master five sport you need a lot more skills than only sport skills. Below some of the skills learned are put into products where both the mind and body are present.

3.2 Product 1; Laser-run –with the champion

Laser-run is a fun sport, which requires physical condition combined with concentration, precision and stress tolerance. Laser-run consist of running and shooting with a laser pistol. The laser pistol is environmental friendly and totally safe, only a level 2 laser beam is coming out of the pistol. (Suomen miekkailu- ja 5-otteluliitto, ampumajuoksu)

Pressure is something that athletes are really used to. Especially in laser-run the pressure gets new forms, you get out of breath in the running and at the same time you need to focus on hitting a five-centimeter target from ten meters with a 190-heart rate. If you want to do well in the competition you need to hit the target precisely. Many athletes like the pressure and it makes them perform very well. Pressure is present in many work places as well and almost everyone has situations with extra pressure at work sometimes, e.g. a presentation.

The idea with the event is to get new tools and new perspectives to the participants on how to deal with pressure and how to do well in high-pressure environments and enjoy it.



Figure 3: Laser-run. (Bengs 2016).

3.2.1 The event

The customers have big expectations on an event and in recent years their expectations have gone even higher. Even with good customer satisfaction, the customer loyalty is not as high as before, therefore it is important that the customers feel the event meaningful and that it meets their expectations. (Manger 2009, 31-32.)

The event is all together around 2 hours. It starts with an introduction to laser shooting. How to load the pistol, how to aim and pull the trigger, the basics to get everyone going.

After that everyone gets to try the shooting themselves, tips are given, so that hopefully everyone should be able to get some green lights. The distance to the targets can be changed and it should be close enough, so that participants are able to hit (in the beginning 2-5 meters). Depending on the wishes from the participants the running part can include basic techniques for running and a bit more physical running part or then it can focus on shooting and have only easy running. Even though the program is designed for a group it can be tailored for individuals during the event, to meet a broader customer experience.

The event needs to be designed flexible enough. This way it can be customized with the customers' needs and they get more value out of it. The most important thing to think about is the benefit for the customer. (Manger 2009, 37.)

Pretty soon small competitions between the participants will be organized. In the middle of the event, when the participants need a break a small speech and lecture will be given on how to do it when it matters, how to handle the pressure of shooting in world championships or other big competitions. How to deal with the pressure and how to enjoy it. This part is important to increase the meaningfulness of the event.

After the group will be split in small teams and a team competition will be carried out. Again, the running distance can vary depending on the wishes from the participants. The main thing is to work on your focus and cheer on your teammates. This final part will also increase the meaningfulness of the event for the participants.

The event should be designed to be an experience for the customer (Manger 2009, 36.). The laser-run -with the champion is as a whole something that the participants have not done before. I think the lecture in the middle and competitions at the end will increase the feeling of an experience that the participants will remember a long time after the event. Moreover, the flexibility of the event will increase customer satisfaction.

3.2.2 Laser-run –with the champion in a nutshell

- For whom: For a group of max 10 people. Work groups or groups of friends, bachelor parties.
- What: Laser-run combined with a lecture on how to deal with pressure (or any other subjects the participants wish).
- Duration: 2h all together.
- Place: in a sport hall or at the company's office. Anywhere, with a small place to run and shoot. From May until September it can be organized outside as well, depending on the weather.

- Why: Get together, learn to know each other better, have fun and see how you work under pressure in a friendly atmosphere. Get new perspectives on dealing with pressure.
- Costs: 75 € laser pistol and target rent + possible rent of place 30 €.
- Price: 750 € + VAT

The price includes the costs of the laser pistol rent and the rent of the location. So, the revenue per event is 645 €. The pricing follows normal market prices for such events.

3.3 Product 2; How to become a champion – speeches and lecturers

As in the laser-run with the champion, also in this event the meaningfulness for the participants and flexibility is important (Manger 2009, 37). As an athlete, I have gathered a lot of experience in different fields and over time I have struggled with all the topics below. However, I have overcome the struggle and nowadays feel I am good at it. Therefore, I feel I can bring value to the customers with the lecture topics below.

Lectures and speeches on different topics:

- Motivation – how to overcome difficulties and stay focused during tough times?
- How to enjoy everyday life and deal with uncertainty
- Schedule and plan your day, how to master a tight time schedule
- What have I learnt from sport which helps in the working life

For whom: A group, which can vary in size from 10 – 200 people.

Place: Not dependent on place.

Costs: cost of location.

Price: 200-1000 € + VAT, depending on the size of the group and the length of the speech.

4 Marketing and selling

The primary purpose of a company's marketing is to satisfy customer needs, in order to do that you need to understand the market and the customer. You also need to understand your business. (Kotler, Armstrong & Parment 2016, 10).

Service marketing is the action of promoting a service to customers to create value for the customers and get value from the customers in return (Kotler & al. 2016, 10).

4.1 Marketing strategy

To make a good marketing plan, you need to have a good marketing strategy; you need to know your target market and your value proposition (Kotler & al. 2016, 14). In other words, you need to know to whom you sell to and why people or companies should buy your products from you.

As Kotler & al. (2016, 58) points out the market has many different types of customers and the customers' have different needs and wants, thus it is important for a company to decide which market segmentation to focus on. A group of consumers who react in the same way for your marketing efforts is called a market segment (Kotler & al. 2016, 58)

The company can either use differentiation or positioning or both of them to create value for the customers. In differentiation, the company offers something that no one else offers, or the same thing in some other way than someone else does. Positioning means how the product of the company is seen by the consumer compared to its competitors' products. (Kotler & al. 2016, 187, 203).

The EeBe's main target group will be small and medium sized companies, they are easy to approach and have the right sized teams to participate in a laser-run with the champion event. For the lectures, also bigger groups are possible. Differentiation is the main strategy, no one else in Finland organize laser-run events and no one else has a world champion to teach the skills and tell experiences.

4.2 Marketing mix

The marketing mix, also known as the Four Ps', product, price, place and promotion is a widely used set of marketing tools. It includes everything that a company can do to affect

its demand for its products. (Kotler & al. 2016, 58-59). The marketing mix was introduced by a marketer E. Jerome.McCarthy in the late 1940s (WordPress).

Product stands for the set of products that the company offers for its customers. Services that companies offer are seen as the product of the company. Price is the price that the product is sold for, the company can have discounts on its product and increase the demand. Place is availability and logistics. Promotion is everything that the company does for promoting the sale for its target customers, e.g. advertising. (Kotler & al. 2016, 58-59).

4.2.1 Product and price

In marketing services, the products need to be clearly presented, for customers to really understand what the service includes when they cannot touch or feel it before they buy (Doyle & Stern 2006, 364). The products are services that are presented in the previous chapter; laser-run with the champion and lectures. Both products are mainly targeted to companies or other groups. as well as group of friends, for example birthday parties or bachelor parties.

Price has a great impact on the result of the company and it can also be seen as an indicator of quality (Doyle & Stern. 2006, 245, 364). EeBe's prices vary depending on the group size and the product. The prices will be according to market prices for such events.

4.2.2 Place and promotion

The services are offered in Helsinki area and southern Finland, either in a sports hall; Töölön kisahalli or in a space offered by the company, for example at the company's office. Laser-run with the champion can also be organized outside from May to September, depending on the weather. The laser beam is safe, so the event is safe to organize anywhere.

The customer cannot try out a service before they buy it, therefore word to mouth is an effective tool to market a service (Doyle & Stern 2006, 364). The products will be marketed online, mainly on the webpage of the athlete and on social media. Moreover, word to mouth is important and shouldn't be underestimated.

4.3 SWOT analysis

In the 1960s the SWOT analysis was invented by Edmund P. Learned, C. Roland Christensen, Kenneth Andrews and William D. (Fallon 2017). SWOT analyze is widely used in companies to create a strategy, as well as to identify, evaluate and develop the company's strategy and operations. The SWOT is usually made up of four boxes, each box stands for one acronym, Strength and Weaknesses on the top and Opportunities and Threats under them. (Kotler & al. 2016, 62, 451).

Strength and weaknesses are internal factors. In strength, you should find the things that help the company reach its goals and in weaknesses focus on the internal factors that limit or complicate the way for the company's goals. While analyzing opportunities and threats focus on the external factors that are an advantage or disadvantage for the company. (Kotler & al. 2016, 62, 451).

4.3.1 A SWOT for Eebe:



Figure 4: A SWOT

4.3.2 Strengths

- Personal views
- Interesting sport and person
- World champion
- Unique
- Extreme sport is popular and interesting
- Easy accessible channels

The strengths are many and it is possible to create an unfair advantage against competitors. A matter of significance is to promote the business in such a way that the strengths create a competitive advantage.

4.3.3 Weaknesses

- Not many followers on social media
- Not a well-known sport
- Not much television-time for the sport or person
- Only two marketing channels

Some of the weaknesses are difficult to influence (Tv-time), however the better the athlete does in sport the bigger the chances are of becoming more known. The followers on social media are growing slowly but steady.

4.3.4 Threats

- Athlete get sick or injured and cannot run the company or do sport
- Not reaching out to customers
- Not get customers
- No time or employees to do selling and marketing
- No marketing budget

The first one is a risk the company has to live with, you can never know what happens in terms of injury or illness. However, it is possible to keep a laser-run event or give a lecture despite some injury. The others of the threats can also be seen as challenges or opportunities. The better the marketing, the better the customers are reached and new customers are brought in. The more customers the bigger chance to possibly have a marketing budget in the future.

4.3.5 Opportunities

- Get new customers
- Get new followers
- Spread information of the sport/ the products
- Lift the knowledge of the athlete
- Sell many events
- Develop new products

Marketing has a major part in making the opportunities into realization.

4.4 Eebe marketing channels

The choose of marketing channels is important. The company should be present at the place where the customers are and the customers are on social media. Other reasons to be present on social media, is the reach, cost-effectiveness, flexibility and possibility to communicate with customers. Interesting content will increase the interaction between the customer and company. (Kuofie, Gholston & Hakim 2015).

Instagram and twitter are EeBe's main channels. At the moment, the athlete has 260 followers on Instagram (31.3.2018) and on twitter 123 followers (31.3.2018). Therefore, focus should also be put into getting more followers.

Social media allows companies to connect with their customers. To increase sale, it is of great importance to focus on building a relationship with the customers, this way the customer will get more interested in the company and its product. (Kuofie & al. 2015). Because EeBe is closely linked to the athlete, the company will be promoted through the personal profiles of the athlete. This way the channels will include also other content, which supports the theory of including interesting content to build a stronger relationship with the customers.

4.4.1 Eebe webpage

The webpage is important to give information about a company and its products. When someone search for information about a service or product, it is likely that they use google to search for it. A webpage is many times the first impression someone get of your company. (Villegas 2016).

The EeBe's webpage is at the same time a webpage for the athlete. Focus is on telling more information about the athlete, upcoming competitions and about cooperation partners. The webpage also includes information about the sport and a gallery with pictures. The webpage is a perfect place to promote the Laser-run -with the champion event and the lectures. (EeBe 2018).

4.4.2 Eebe marketing plan

To get more followers posts on social media needs to be frequent. The different post will be divided into three different categories: sport, promotion of Eebe and promotion of cooperation partners. Sport will include posts of competitions, training tips, free time activities

and overall insight into a life of an athlete. The two others include marketing of the events and marketing of cooperation partners.

The objective is to make at least two posts a week. One post from the sport category and one post from one of the promotion categories.

4.5 Selling

Selling a service, which is intangible, gives you the opportunity to modify the service to fit every customer. This gives you the possibility to highlight the features that meet the needs of a specific customer. However, when selling a service, it can be harder to convince a customer to buy it, when they do not have the possibility to try the service before buying it. (Johnston).

The selling is takes place from word to mouth and through EeBe's social media channels. Some selling will also be conducted by contacting possible companies straight by email or phone. In every event social media posts are made on the permission of the participants to create more promotion and selling through it.

5 Business model lean canvas

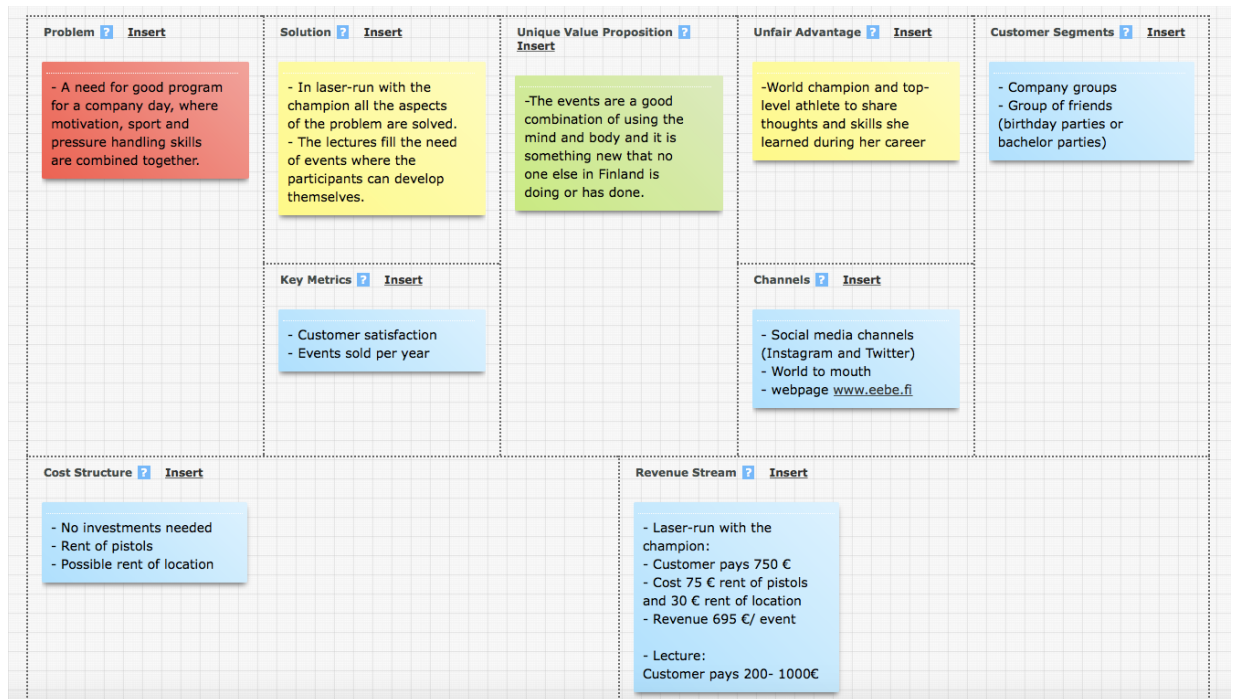


Figure 5: EeBe business model lean canvas overview. (Canvanizer b)

The lean canvas is based on the business model canvas created by Alexander Osterwalde, which Ash Maurya has changed to meet the challenges of a start-up (Canvanizer). The idea of the canvas is to create an oversight of the company and its core business idea. (Maurya 2012; Mullen 2016).

The lean canvas is made up of nine fields: problem, customer segments, unique value proposition, solution, channels, revenue streams, cost structure, key metrics and unfair advantage. The whole canvas is fitted on one page and the business lean canvas is therefore a great visual tool to develop your business. (Mullen 2016).

In this chapter, everything will be brought together on business canvas, the lean canvas will be used, because it is specially designed to be used for start-ups (Maurya 2012). On the picture, you can see an overview of EeBe's business model lean canvas, it will be shown in more detail later on.

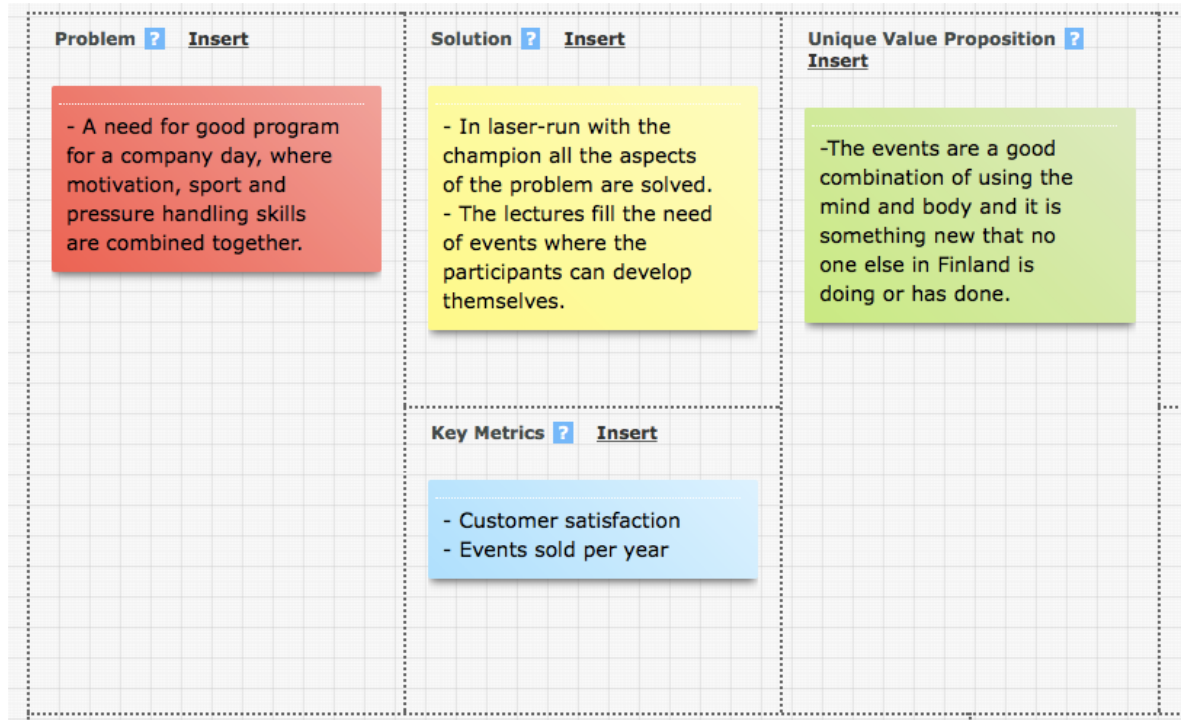


Figure 6: EeBe lean canvas left upper part. (Canvanizer b)

5.1 Problem

For any business, it is important to have the right products, good products solve a problem for the customer and brings value to them. That is why the lean canvas has an own field for the problem. The idea is to write down one to three problems that the company solves. (Maurya 2012).

The problem that EeBe strives to solve is a need for good program for a company day, where motivation, sport and pressure handling skills are combined. Today it is important to do something that takes the group forward on more levels than only having fun. It is important to have a program where individuals are able to develop themselves.

5.2 Solution

The problems are defined first and then it is time for the solutions. The solution box is made small on purpose, so that they are kept simple and straight forward enough. (Maurya 2012). Problem solving is a core function of any business.

For EeBe the solutions are the events; laser-run with the champion and the lectures.

All the aspects of the problem are solved. Moreover, the lectures fill the need of events where the participants can develop themselves.

5.3 Unique value proposition

The unique value proposition tells what is special with the business and what the message is that the entrepreneur wants to tell the customers. Moreover, it can be thought as the value that the company brings to the customer. (Mullen 2016).

The unique value proposition for EeBe is the events where both the body and mind are used in a unique way. No one in Finland has similar products as EeBe, so far.

5.4 Key Metrics

Key metrics are the metrics that a company is gathering to monitor its performance (Mullen 2016). It is important to choose only a few metrics that describe the success of the company best (Maurya 2012). The key metrics that I chose for EeBe is customer satisfaction and number of events sold per year.

The number of events sold per year will be monitored, to keep track of the performance in selling. Customer satisfaction and events sold per year are linked, as the happier the customers are the bigger the chances of getting new customers through word to mouth are.

Customer satisfaction is the most important metric, for a company to survive. It is of great value to the company to continuously be awake and understand what customers want and need. To increase customer satisfaction, the right questions need to be asked. (Rampersad 2001).

The customer satisfaction will be measured with a feedback form after every event. It is important to ask questions which can lead to action, this is why the second question is about suggestions to develop the event. Moreover, the questions need to be specific and easy to analyze. (Rampersad 2001).

After every event feedback will be asked from the customer. I will have only a few questions, to increase the willingness to answer.

- What did you like?
- What can be done better, do you have any suggestions on how to develop the event?

- How likely would you suggest the event to other groups?
- Would you like to participate in another event with Eebe?

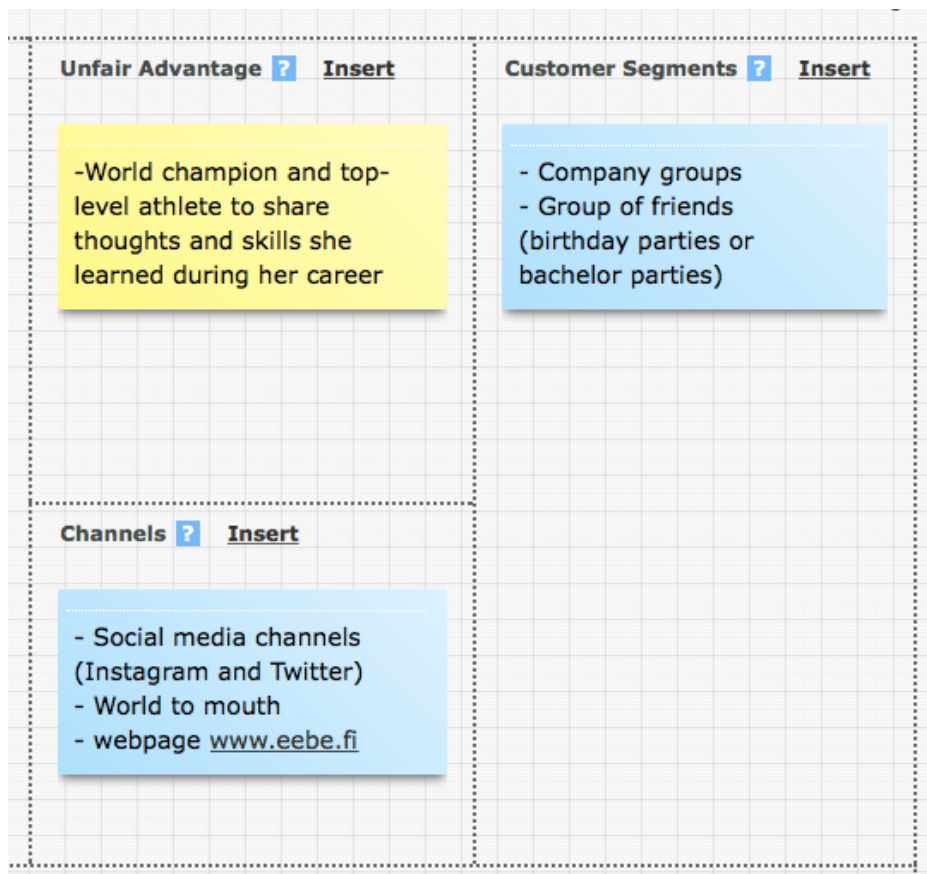


Figure 7: EeBe lean canvas upper right part. (Canvanizer b)

5.5 Unfair advantage

In his blog text “Real unfair advantage” Cohen describes the only real unfair advantage as something that “cannot be copied and cannot be bought”. (Cohen 2010). Many times, companies think that they have an unfair advantage, however in the end it is not something that no one else can buy or copy. (Cohen 2010).

The unfair advantage for EeBe is to have a world champion and top-level athlete to share thoughts and skills she learned during her career. A world championship title is something that cannot be bought and it is also hard to copy. Moreover, a sport career brings a lot of skills that can be used, and which could be counted as an unfair advantage. Particularly, pentathlon as a very versatile sport increases the skills that I have learnt through sport.

5.6 Customer segments

To make useful marketing actions it is important for companies to identify their customer segments. In customer segment the main target groups for the company is selected. It is important that it is not selected too widely, but focus is made on what the groups are that the company has something to offer to. (Botibol 2016).

The main custom segments for EeBe are company groups, group of friends (birthday parties and bachelor parties). EeBe will focus on mostly on small and medium sized companies. Many companies have a budget for employee welfare days and thus they have money to spend on an event.

5.7 Channels

The channels stand for the channels that the company uses to reach its customer segment. (Maurya 2012).

As marketing channels EeBe uses social media channels (Instagram and Twitter). Word to mouth and the webpage www.eebe.fi is also a big part of the marketing.

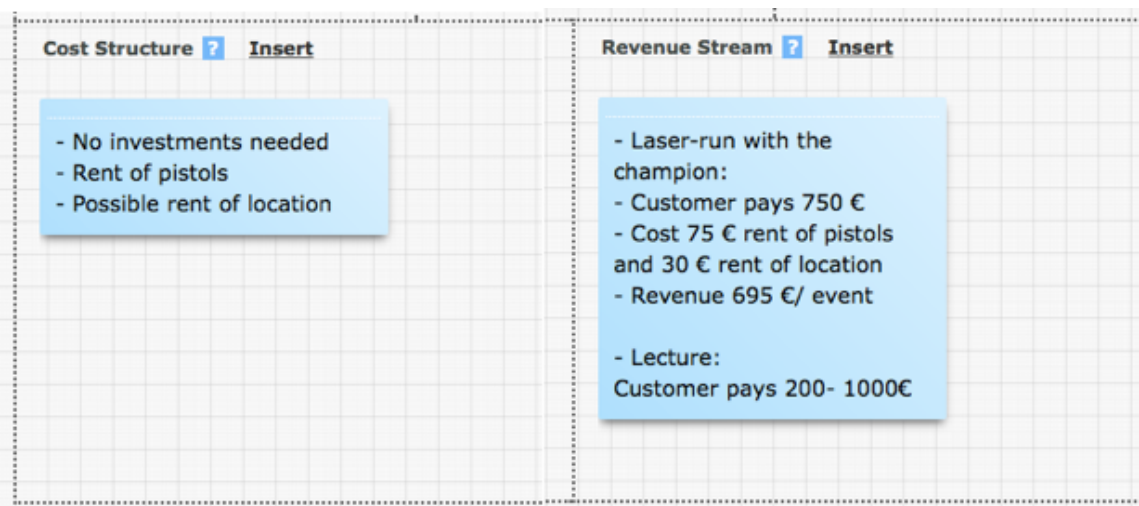


Figure 8: EeBe lean canvas bottom (Canvanizer b)

5.8 Revenue streams and cost structure

Revenue streams is the streams of how the money is moving. In the revenue streams for EeBe the customers pay for the event. The revenue for laser-run with the champion event is 750 € minus the costs, which are 75 € for pistol rent and 30 € rent for location, this

make 645 € of revenue. For the lectures, the revenue equals the price, because it does not have any costs.

The costs are low, because no invests are needed. The biggest costs are the rent for laser pistols from Helsingin nykyaikaiset 5-ottelijat and a possible rent of location (Töölön kisahalli 30 € (Helsingin kaupunki)).

6 Discussion

Modern pentathlon is a sport with a wide variety, therefore the sport brings great possibilities for further development of new products. For example, events including fencing or swimming could all be possible to organize in a way that have not been done before.

As long as I continue my career as an athlete, the time that can be invested to the company is limited. This might slow down and complicate the process of developing new products and marketing of the company. However, by doing well on the sport field I may get more publicity and therefore have more chances to get new customers and value to the company by increasing the value of my brand as an athlete.

6.1 Conclusion

The objectives for the thesis was divided into three main areas:

1. Create products for the company EeBe
2. Make a business plan to sell the products
3. Recognize and understand how to utilize the skills I have gathered during my sport career.

In this thesis, all three objectives have been fulfilled.

6.2 Usability and trustworthiness

The thesis is a good example on how an athlete can use skills gathered from sports to create business and utilize the skills in other aspects of life. The thesis has value to the company EeBe and myself as I have been able to make products which brings more value to the company.

The thesis includes a throughout SWOT-analysis of the strengths, weaknesses, opportunities and threats of the company and its marketing. Going through the threats and weaknesses increases the trustworthiness of the thesis.

6.3 Own learning during thesis project

The thesis project has brought up the importance of planning well. It is hard to keep up with the timetable and the writing takes more time than expected. I have also realized the importance for deadlines. It is a lot easier to get things done when you have a time slot when you must get it done.

As an athlete, it is sometimes hard to see the value what you can bring to others. This thesis process has thought me how to market my company and productize my knowledge. Moreover, it has thought me a lot of patience in finalizing a big project.

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